

Business Feasibility Study Joyinz Café at KH. Soleh Ali, Tangerang

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Abstract — Joyinz Café is a café that has an American concept-themed retro vintage to create a uniquely happy and comfortable atmosphere and also serves a variety of Typical American dishes. This café serves dishes commonly found at fairs, carnivals, or festivals in America such as funnel cake that has not been popular in Indonesia. However, the café also serves salty and sweet dishes as well as a variety of drinks such as coffee, mocktails, milkshakes, and smoothies. Gluten-free moca flour is used as a substitute for wheat flour in food so as to produce healthier food by healthy culinary trends. Therefore, this café aims to introduce a variety of uniquely American dishes with the use of moca flour so that customers can eat healthier foods and support the local food diversification movement launched by the Minister of Agriculture during the COVID-19 pandemic. The study aims to analyze the business feasibility of Joyinz Café having feasibility to run or not. The research method used is a business research method with a quantitative approach. The data collection process was carried out by distributing online questionnaires to 395 respondents using convenience sampling techniques and observation. The analysis method consists of several aspects namely the analysis of market and marketing aspects, operational aspects, organizational aspects (human resources), and financial aspects. Joyinz Café is a viable and profitable business.

Keywords — Business Feasibility, Joyinz Café, Restaurant, American Dishes

I. INTRODUCTION

The industry that is growing rapidly in Indonesia is the culinary industry. This is supported by the statement of Sandiaga Salahuddin Uno as Minister of Tourism and Creative Economy of the Republic of Indonesia that culinary subsectors were the largest contributor to the GDP (Gross Domestic Product) of the creative economy in 2020 by contributing about 41 percent of the total gross domestic product (GDP) of the creative economy. The statement is supported by the fact that there is an increase in the number of restaurants in Tangerang City.

TABLE I
Number of Restaurants By Subdistrict in Tangerang City

No.	Kecamatan	2017	2018	2019	2020
1.	Ciledug	13	14	10	14
2.	Larangan	5	5	5	6
3.	Karang Tengah	6	7	7	7
4.	Cipondoh	15	17	13	16
5.	Pinang	4	4	8	8
6.	Tangerang	19	20	82	88
7.	Karawaci	52	53	100	101
8.	Jatiuwung	12	10	22	22
9.	Cibodas	21	22	10	14
10.	Periuk	20	21	21	21
11.	Batupeper	12	13	2	2
12.	Neglasari	3	2	13	14
13	Benda	52	53	58	57
Kota Tangerang		234	241	351	370

Source: Badan Pusat Statistik (2020)

Referring to Table I, the number of restaurants according to sub-districts in Tangerang City in 2020 has increased by 370 restaurants. Based on the data it was concluded that every year the number of restaurants in Tangerang City always increases. The growth in the number of restaurants in Tangerang City is also influenced by the number of tourists. The number of tourists visiting Tangerang City can be seen in the following table.

TABLE II
List of Tourists of Tangerang City 2015-2018

Year	Tourist		Number of Tourists
	Foreign	Domestic	
2015	18.439	319.239	337.678
2016	86.126	469.173	555.299
2017	295.245	793.502	1.088.747
2018	237.996	1.360.154	1.598.150

Source: Badan Pusat Statistik (2019)

Referring to Table 2 above, it can be said that the number of tourists visiting Tangerang City tends to continue to increase. Tangerang city has a tourism support sector that is quite a lot so that it can attract the attention of tourists. This fact certainly encourages business people to open a culinary business in Tangerang City. In addition, the choice of community activities in the pandemic period is also one of the driving factors for culinary entrepreneurs.

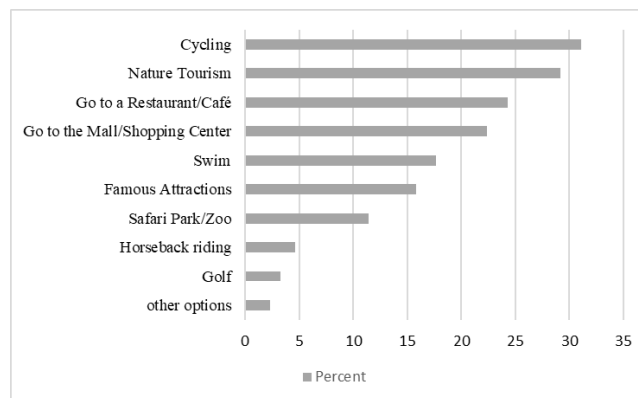


FIGURE 1. Citizen Activity Options During the Corona Pandemic

Source: Jakpat (2018)

Based on the results of a survey obtained by Jakpat, going to a restaurant/café is one of the largest activities carried out by the community in the pandemic period. Therefore, it can be said that there is still a high enough public interest to go to restaurants/cafes in this pandemic period. This is certainly influenced by human needs that can be met when traveling to restaurants/cafes. According to (Cousins et al., 2020, p. 8), economic needs, social needs, psychological needs, and comfort needs are the driving factors of an individual to go to a restaurant. A cultural trend of hanging out in cafes carried out by teenagers is a form of meeting the needs of self-actualization (Salendra, 2014). In this pandemic period, there is a fact that Indonesia has a high level of wheat flour import dependency that endangers food security.

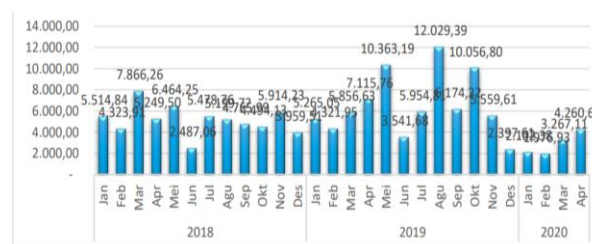


FIGURE 2. The volume of Wheat Flour Imports in 2020

Source: Badan Pusat Statistik (2020)

According to published data, although in 2020 wheat flour imports have decreased but still show a fairly high number. Indonesia against the import of wheat flour. Syahrul Yasin Limpo as Minister of Agriculture launched a food diversification movement for community food security during the COVID-19 pandemic by consuming non-rice local food such as cassava. Therefore, there is also a push toforocal farmers to produce cassava varieties of Darul Hidayah that can be used as mocaf flour instead of wheat flour. Mocaf flour can be used as a substitute for wheat flour to reduce the high dependence on imported wheat flour products (Badriani et al., 2020). In addition, mocaf flour also has advantages compared to wheat flour is gluten-free and the content of calcium and fiber is higher (Supratpti & Sukma, 2021).

The results of a survey conducted by Jakpat entitled 'Healthy Meals Among Indonesian Millennials' in 2018 showed that most millennials prioritize nutrition when choosing food and beverages. This certainly encourages them to go to a place that serves processed healthier foods. A popular healthy culinary trend in Indonesia is a gluten-free food. Gluten content can be considered as a poison in the body for someone who has a wheat allergy and celiac disease, then several diseases are associated with eating gluten such as diabetes, autism, and so on.

One of the popular sweet snacks on the tongue of the Indonesian people is donuts. Carvalho (2019) stated that donuts were one of the sweetest snacks with the main ingredient made from wheat flour then added with yeast, eggs, margarine, sugar, and fried in oil. This donut has many types in various countries, for example, the funnel cake. Funnel cake is a type of donut and is a traditional food of the Amish community that is popular in North America (Castella, 2010, p. 36). Yeast is not used in making the funnel cake, the dough for the funnel cake is fried in hot oil using a funnel so that the shape of the funnel cake is unique, that is, it is irregular.

Joyinz Café is a type of cafe-restaurant with an American retro vintage theme to create a happy and comfortable and unique atmosphere. In addition to the funnel cake menu, there are various other typical American dishes such as chicken popcorn, mocktails, milkshake,s, and others. Every dish that uses wheat flour is replaced with mocaf flour. In addition to the benefits of mocaf flour which is healthier, the texture given by mocaf flour to fried foods is crispier than wheat flour so this is an advantage of food served by cafes. The use of mocaf flour can also help boost the economy and help increase the consumption of local food ingredients as recommended by the minister of agriculture for food security. The purpose of this study is to analyze the business feasibility of Joyinz Café that is acceptable so that it is feasible to run or not based on the market and marketing aspects, operational aspects, human resources aspects, and financial aspects.

II. LITERATURE REVIEW

Walker (2013, p. 25) said restaurants have a variety of types, one of which is a coffee shop or coffee shop. A coffee shop is a place that serves the Italian traditional drink that is espresso but now it has been transformed where many types of drinks are served and also snacks as a companion drink. Then the restaurant also has various types of services provided to customers. In the type of table service, customers will be served at a predetermined table, and this type of service is often found in many restaurants and cafes (Cousins et al., 2020, p. 15). Then each restaurant certainly has its type of menu. In menu type à la carte, the menu is offered at an individual price while on the table d'hôte menu type is offered into a complete food package at a fixed price (Walker, 2013, p. 126). Joyinz Café is a café-type restaurant that has a typical American concept that is a retro vintage that serves typical American food and drinks so that it can form a unique and comfortable flavor. The special menu served by Joyinz Café is a funnel cake made from mocaf flour. Any dish that has wheat flour as the base ingredient is replaced by mocaf flour. Mocaf flour serves healthier food and gives a crisper texture to fried foods, so it is perfectly matched with fried dishes served by Joyinz Café.

Market and Marketing Aspects

Culture and characteristics in each individual affect the desire owned so that it becomes unlimited and when followed by purchasing power then the sense of desire becomes demand (Sirait & Sinaga, 2020). Therefore, it is necessary to analyze market demand so that the products produced can meet the demands of consumers. The market demand analysis conducted by Joyinz Café includes analysis of market potential, growth projections, and analysis of market trends. The market potential of Joyinz Café is the population of Tangerang City from adolescence to adulthood. The age range of 15-19 years is 146.774 people, The age range of 20-24 years is 149.136 people, the age range of 25-29 years is 160.202 people, the age range of 30-34 years is 162.526 people, the age range of 35-39 years is 167.823 people, the age range of 40-44 years is 157.153 people and the age of 45-49 years amounted to 134.383 people. According to the data, the age range of 15-45 years is an age group that is dominant enough to become a potential target market for Joyinz Café. Then judging from its growth projections, Tangerang City is the second most populous region in Banten Province, which is 1.895.486 people. This shows that the demand will continue to increase in the area so it becomes a driving factor for the existence of the Joyinz Café business. According to Dinar & Hasan (2018, p., 61), the offer is the number of goods and services offered to be sold at different price levels and at certain times and places. Joyinz Café's offering

analysis consists of competitor analysis, SWOT analysis, and Porter's Five Forces. This competition arises from the existence of an option offered by competitors that are actual, surrogate, and potential so that it is taken into consideration by the buyer (Kotler & Keller, 2016, p. 34). The competitor analysis is divided into direct competitors and competitors indirectly. SWOT analysis analyzes strengths, weaknesses, opportunities, and threats from both internal and external efforts (Kotler et al., 2018, p. 94). Porter (1984) in (Evans, 2015, p. 266) states that the level of competition in an industry is determined by five competitive forces. The analysis is very useful for creating strategies that can overcome threats from outside the Joyinz café business. According to Kotler & Keller (2016, p. 225) each buyer belongs to a different market due to differences in wants and needs so it is necessary to analyze market segmentation. Kotler et al., (2018, p. 234) say targeting is the right market determination to increase opportunities. According to Kotler et al., (2018, p. 238), the position of the company's products offered must be embedded in the consumer's mind from the predetermined target market so that there is a distinct advantage over competing products. According to Williams et al., (2019, p. 102) Michael Porter reveals three positioning strategies, namely cost leadership, differentiation, and focus strategy (Kotler et al., 2018, p. 93). A marketing mix is a marketing tool that a company uses to get the desired answers from its target market (Kotler et al., 2018, p. 93). The marketing mix consists of product, price, place, promotion, people, partnership, packaging, and programming.

Operational Aspects

A series of activities carried out to the available facilities is something that needs to be considered because it will affect customer satisfaction. The operational part of the restaurant consists of the front of the house and the back of the house. The front of the house is an area where there is direct interaction with customers in the dining area (Walker, 2018, p. 298). The back of the house is an area where there is no direct interaction with customers (Walker, 2018, p. 298). In the implementation of the culinary business, two systems run during operations. According to Cousins et al., (2020, p. 13) both systems run at the same time are customer process and service sequences. The existence of facilities provided by a business is needed because it can improve maximum service to customers Cousins et al., (2020, p. 5). Determining the right location is one of the considerations that must be made in a business (Longeneceker et al., 2017, p. 231).

Human Resources Aspects

Dessler (2020, p. 3) says that an organization is a group of individuals who are committed to doing their jobs to achieve goals. To create a good organization, good human resources are also needed. Therefore, it is necessary to do a job analysis to produce job specifications and job descriptions. Job analysis is a way to find out the personality, skills, abilities, and tasks needed by the company so that workers get the right position. For the business to run smoothly, a business manager analysis is needed. A business manager is someone responsible for managing the organization to achieve company goals (Dessler, 2020, p. 3). The business form of Joyinz Café is a Limited Liability Company (LLC). Based on the Law of the Republic of Indonesia Number 40 of 2007 concerning Limited Liability Companies, a Limited Liability Company is a legal entity whose capital is divided into shares and established based on an agreement, where the implementation of the business uses capital divided into shares and follows the requirements of the law. According to Dessler (2020, p. 102) organizational structure is an arrangement that describes the relationship of each position in the organization. In forming an organized organization, human resource management is needed. According to Dessler (2020, p. 3) human resource management is a method that is done to get a qualified workforce and regulate the fulfillment of labor rights. The activities carried out are recruitment, selection, orientation, compensation issues and training, and development programs.

Financial Aspects

In starting a business, there must be an initial inventory where it is determined based on the Cost of Good Sold (Cost of Goods Sold). According to Chibili (2019, p. 64), The cost of goods sold is the cost derived from the process of purchasing raw materials needed for production needs. A business also needs to project business income. According to (Chibili, 2019, p. 58) revenue is a form resulting from business operations. The Balance Sheet Projection is a report covering all assets, debt, and owner's equity of the company within a certain period (Chibili, 2019, p. 35). A company's financial performance in a period is contained in a report called an income statement (Chibili, 2019, p. 58). Any income and expense of the company's money are contained in a report called cash flow (Chibili, 2019, p. 82). Companies need to do a break-even analysis. Break-even is the point where expenditure and income are the same so that zero value is generated (Chibili, 2019, p. 239). Then so that business feasibility can be known, it is necessary to conduct investment assessments with various methods. The Weighted Average Cost of Capital (WACC) method is the calculation of any capital costs involving debt and equity (Chibili, 2019, p. 335). The Payback Period (PP) method is a way to measure the length of the period required return on investment capital with net cash in (Chibili, 2019, p. 316). The Net Present Value (NPV)

method is a way to look at long-term projections by comparing initial costs with future cash flow values (Chibili, 2019, p. 337).

A positive NPV value signifies a profit for the company otherwise if the NPV value is negative then it signifies a loss. The Internal Rate of Return (IRR) method is a calculation in which the discount rate makes the NPV value zero (Brigham & Houston, 2019, p. 392). The Profitability Index (PI) method is a way of measuring the ratio of each investment value to the value of cash flow (Brigham & Daves, 2018, p. 503). If the value of PI is greater than the number 1 ($PI > 1$) then it can be concluded that the investment is acceptable because it is profitable. Companies also need to conduct financial ratio report analysis to help evaluate each company's financial statements in more detail. Financial ratios are divided into several classifications. The liquidity ratio is done to look at the company's ability to pay off the short-term debt by looking at existing cash. The solvency ratio is a calculation that measures the company's ability to make debt repayments by maturity (Chibili, 2019, p. 122). The Profitability ratio is a calculation to determine the company's ability to obtain revenue within a certain period of time (Chibili, 2019, p. 124). Activity ratio is a ratio that takes into account a company's ability to use resources to earn revenue (Chibili, 2019, p. 131). An operating ratio is a ratio that takes into account how optimal management is by looking at the comparison between operating costs and sales (Chibili, 2019, p. 134). The restaurant ratio is a calculation that is done specifically for culinary business.

III. METHOD

This study uses quantitative research methods. The data were analyzed using the SPSS program. The data analyzed is primary data with a Likert scale of 1-7. Primary data come from questionnaires distributed online and direct observation. Secondary data were obtained from government publications, websites on the internet containing online surveys, articles, e-journals, e-books, and physical books related to and supporting the research. The sampling technique used in this business feasibility study is non-probability sampling, namely convenience sampling to facilitate the acquisition of information. Determination of sample size using the theory of Krejcie & Morgan with a known population. Based on the theoretical calculations, the minimum sample size produced is 384 samples. From the questionnaires that have been distributed, 395 respondents were obtained, which means that the minimum sample target was exceeded. The questionnaire data obtained were then tested for validity and reliability tests. According to Ghazali (2018), validity tests are needed to measure valid questionnaire instruments in data collection. A reliability test is a test conducted on each research instrument to find out whether or not the data has been collected. It is said that if the variable Cronbach's alpha number is less than 0,60 then the data is considered weak, if the number is in the range of 0,70 then the data can be received temporarily if it exceeds the number 0,80 then the data is considered good (Sekaran & Bougie, 2016). Based on the validity and reliability tests, all 395 questionnaire data were declared valid and reliable. The analysis conducted on the questionnaire consists of various aspects, namely aspects of the market and marketing (market demand and supply, competitors, market share, and marketing mix); operational aspects (flow of activities and facilities, location determination, and technology); organizational and human resource aspects (legal aspects of the company, human resource management, and corporate organization) and financial aspects (needs and resource analysis, operating expense estimates, operating income estimates, balance sheet projections, profit and loss projections, cash flow projections, break-even analysis and investment valuations to test feasibility (Weighted Average Cost of Capital, Payback Period, Net Payback Present Value, Internal Rate of Return, and Profitability Index) and analysis of the company's financial ratios.

IV. RESULT AND DISCUSSION

Market and Marketing Aspects

Questionnaires are distributed online to obtain market demand. Based on data from the Central Statistics Agency, the population in the age range of 15-45 years in Tangerang City is the dominant age. So that the market potential of Joyinz Café is teenagers to adults in the age group of 15-45 years. Tangerang City is the second most populous area in Banten Province with a population of 1,895,486 people. The population that continues to increase indicates that the needs and demands in the area are likely to continue to increase. As a basic human need, food and beverage service are a demand that will continue to increase. This supports the existence of Joyinz Café's business.

Restaurant Facilities

This section explains the public interest in the facilities of the business of joyinz café. Joyinz Café's amenities include free Wi-Fi, instagrammable interior design, outlet, and vintage retro ambiance décor. Respondents were asked to answer on a Likert scale with points 1(one) -7 (seven). Munshi (2014) says 7-point Likert scale results in lower measurement errors. Where the description of the Likert scale is (1) strongly disagree, (2) disagree, (3) somewhat disagree (4) neutral, (5) somewhat agree, (6) agree, (7) strongly agree. Data

that has been obtained from the results of the questionnaire is then calculated by looking for the average (mean) to see if there is a positive response or not.

Marketing Mix

This section describes the processed results of marketing data consisting of eight elements (8P) namely product, price, place, promotion, packaging, programming, people, partnership. In this section, respondents are also given the option with a Likert scale of 1 (one)- 7 (seven). Then the data are also calculated the average value (mean) to know the positive response. To know the data is disseminated reliable or not, a reliable test is carried out. Variables with Cronbach's alpha number less than 0,60 are considered weak, numbers in the range of 0,70 mean acceptable, and if the number exceeds 0,80 then the data is rated well (Sekaran & Bougie, 2016) This reliability test is done using the SPSS Statistics 25 computer program.

TABLE III
Joyinz Café Marketing Mix Reliability Test Results

No.	Marketing Mix	No. of Questions	Cronbach's Alpha	Interpretation
1.	<i>Product</i>	5	0,830	<i>Reliable</i>
2.	<i>Price</i>	4	0,793	<i>Reliable</i>
3.	<i>Place</i>	4	0,775	<i>Reliable</i>
4.	<i>Promotion</i>	4	0,744	<i>Reliable</i>
5.	<i>People</i>	4	0,765	<i>Reliable</i>
6.	<i>Partnership</i>	4	0,675	<i>Reliable</i>
7.	<i>Packaging</i>	4	0,801	<i>Reliable</i>
8.	<i>Programming</i>	4	0,715	<i>Reliable</i>
OVERALL			0,762	<i>Reliable</i>

Source: Data Processed Results (2021)

Based on the reliability test data above, Cronbach's Alpha numbers show above 0,60 which means that the entire data obtained is declared reliably. Based on questionnaire data on products consisting of a funnel cake menu made from mocaf flour, funnel cake with a variety of dipping sauce flavor choices (salty and sweet), a typical American snack menu, and signature drinks typical of America can be said to be a positive response from the majority of respondents with products offered with a fairly high average value and reliably test results estimated at 0,830 which means the data obtained is considered good. Then about the price aspect offered by Joyinz Café, the menu of funnel cake variants ranges from Rp12.000-Rp25.000, Beverage prices range from Rp8.000-Rp30.000, snack and additional (dipping sauce) prices range from Rp5.000-Rp40.000, Main Character package prices range from Rp28.000-Rp35.000, My Fair Date package prices range from Rp55.000-Rp85.000, My Fair Besties package prices range from Rp90.000-Rp100.000, and Family Fun Fair package prices range from Rp140.000-Rp200.000 received a positive response marked by the acquisition of a high average value and reliability test results were estimated at 0,793 which means the data was received. Referring to the data from the questionnaire on the place aspect, namely providing dine-in services with health protocols, take-away services with an estimated time of 30 minutes, delivery services with an estimated time of 30 minutes, and providing indoor & outdoor rooms received a positive response from the respondents with a high mean value and reliability test results are 0,775. Then refer to the data from the questionnaire on the promotion aspect, namely inviting food bloggers/vloggers and influencers to review cafes, providing information through social networks, 20% off during the grand opening for one month and promotions with upselling and cross-selling by staff getting a response. Which is very good with a high mean value and the reliability test result is 0,744 which means the data is reliable. Furthermore, referring to the results of the questionnaire on the people aspect, the majority of respondents gave very positive responses regarding employees who provide services according to customer needs, responsive and appropriate service, employees care about treating each customer according to their respective needs, and employees have complete knowledge about cafes. and the products offered, it is characterized by a high mean value and the reliability test result is 0.765, which means the data is acceptable. Then, based on the results of the questionnaire on the partnership aspect regarding cooperation with banking services for debit/credit payments, electronic payment partners (e-wallet), collaboration with restaurant search sites, and collaboration with face and body painting services, there was a positive response marked by a positive response. by obtaining a high mean value and supported by the results of the reliability test at 0,675, which means the data is reliable. Furthermore, referring to the results of the questionnaire on the packaging aspect regarding the cafe providing the Main Character, My Fair Date, My Fair Besties, and Family Fun Fair packages, the majority of respondents strongly agree with the provision of the package where the average value obtained is

high and the reliability test results show 0,801 which means very good data. Furthermore, regarding the results of the questionnaire on the programming aspect, namely about cafes providing special menus on certain celebration days, mini-events such as a buy 1 get 1 free promotion every cafe's birthday, loyalty programs for customers such as vouchers of Rp50.000 for 5 winners and giving free Main Character Package for customers whose birthday is on the same day as the cafe gets a positive response from the majority of respondents, which is indicated by a high mean value and the results of the reliability test show a figure of 0,715, which means the data is reliable. So it can be concluded that the respondents strongly agree with the marketing mix that will be applied by Joyinz Café, which means they strongly support the Joyinz Café business. Offer analysis was also carried out by Joyinz Café by conducting competitor analysis, Porter's Five Forces analysis, and SWOT analysis. These competitors are divided into two, namely direct and indirect. Competitors directly provide unique concepts and products to the same market. The direct competitors of Joyinz Café in the Tangerang City area are:

TABLE IV
Direct Competitors

No	Nama	Alamat
1.	Kantuna Koffie	Jl. Kh. Soleh Ali No.31
2.	Mixmi	Jl. Kh. Soleh Ali No.5
3.	Black Campaign Coffee	Jl. Mt. Haryono No.5
4.	Kopi Chuseyo	Jl. KH Soleh Ali
5.	Garden Eatery 38	Jl. Kisamaun No.130
6.	Kafe Rute 15	Jl. Kisamaun No.150
7.	Kopi Pujaan Hati	Jl. Kh. Soleh Ali No.1

Source: Data Processed Results (2021)

Joyinz Café also has indirect competitors where they offer different products but are located in the vicinity of Joyinz Café's business location. The following are indirect competitors of Joyinz Café.

TABLE V
Indirects Competitors

No.	Nama	Alamat
1.	Jus Kode	Jl. Kh. Soleh Ali No.109
2.	Warung makan echo	Jl. Kh. Soleh Ali No.99
3.	Siomay Ko Awie	Jl. Kh. Soleh Ali No. 24
4.	Laksa bihun Cie Ikim	Gg. Setia III No.28
5.	Baso Gepeng & Mie Ayam Bu Ratna	Jl. Kh. Soleh Ali No.107
6.	Laksa Sari Soleh Ali	Jl. Kh. Soleh Ali No.28
7.	Nasi Uduk Encim Sukaria	Jl. Kh. Soleh Ali No.90
8.	Soto Mie Bogor Kang Ucup	Jl. Kh. Soleh Ali No.23A
9.	Pondok Baso Manunggal Rasa	Jl. Kh. Soleh Ali No.83
10.	Nasi Uduk Puji	Jl. Kh. Soleh Ali No. 89
11.	Sup Durian DOR!	Jl. Kh. Soleh Ali No.48
12.	RM Ci Amei	Jl. Kh. Soleh Ali No.93
13.	Warung Makan KOI	Jl. Kh. Soleh Ali No.93
14.	Cahaya Sari	Jl. Kh. Soleh Ali No.22
15.	Nasi Uduk Encim Sukaria	Jl. Kh. Soleh Ali No.90

Source: Data Processed Results (2021)

In the SWOT analysis section, what is done is to analyze the strengths, weaknesses, opportunities, and threats from both internal and external businesses.

a. Strengths

According to Kotler et al., (2018, p. 94) strength obtains all the capabilities of positive resources and factors sourced from within the company to serve consumers and achieve company goals. Therefore, the strengths of Joyinz Café are:

- 1) The concept of a café with a retro vintage theme does not yet exist in the Tangerang City area, so it is a unique thing that can attract customers to come.

- 2) The funnel cake menu made from gluten-free mocaf flour has not been found in Tangerang so that it can attract customers to try it.
 - 3) The cafe serves a variety of foods and drinks that are popular at festival celebrations in America.
 - 4) The raw material for mocaf flour produces healthier dishes by developing culinary trends and supporting local food diversification.
 - 5) The cafe provides indoor and outdoor spaces.
- b. Weaknesses
Weaknesses are obstacles and negative circumstances that come from within the company that affects the company's performance (Kotler et al., 2018, p. 94). The weaknesses of Joyinz Café are:
- 1) Joyinz Café offers a funnel cake menu that is not yet popular in the eyes of the public so a lot of promotions need to be done to introduce the product.
 - 2) Joyinz Café lacks experience compared to other cafe competitors around.
- c. Opportunities
According to Kotler et al., (2018, p. 94), opportunity is a positive condition or trend that comes from outside the company so that it is profitable. Then the opportunities from Joyinz Café are:
- 1) The culinary trend of healthy food made from gluten-free mocaf flour is certainly a great opportunity.
 - 2) The location of Joyinz Café is close to the popular Pasar Lama Tangerang Culinary, so it opens up opportunities to get customers and can be known by the wider community.
 - 3) Going to a cafe is one of the highest activities that people choose during the pandemic. Joyinz Café is a cafe with a unique concept so that it can attract customers.
 - 4) The use of the internet, as well as social networking trends, will facilitate the promotions carried out by Joyinz Café to introduce the cafe to a wide audience.
- d. Threats
Threats are negative external factors that can hinder or give problems to the company's performance. So the threats to Joyinz Café are:
- 1) The fast-growing culinary trend, of course, allows for competitors to imitate the concept implemented by Joyinz Café to create direct competitors.
 - 2) The COVID-19 pandemic allows for regulations regarding social restrictions.

After conducting a SWOT analysis of Joyinz Café, the next step is to determine strategies that can be done to maximize strengths and opportunities and minimize weaknesses and threats. The following are some strategies that can be carried out by Joyinz Café:

- a. Strengths-Opportunities (Maxi-Maxi Strategy)
 - 1) Actively promote in various social networks by collaborating with food bloggers/vloggers, popular influencers, and Tangerang City community media.
 - 2) Introducing various innovative menu creations made from healthier mocaf flour by the development of healthy culinary trends.
 - 3) Attract people's attention with a cafe that provides a unique concept with attractive decorations.
- b. Strengths-Threats Strategies (Maxi-Mini Strategy)
 - 1) Joyinz Café complies with and follows applicable government regulations.
 - 2) Joyinz Café provides a comfortable and safe place with complete health protocol facilities.
 - 3) Adapt to changes so that Joyinz Café can be sustainable and can become an original brand in the eyes of the community so that it can face competitors.
 - 4) Build good relationships with suppliers and customers and form a solid team to create a good brand image so that they are not inferior to competitors.
- c. Weaknesses-Opportunities Strategies (Mini-Maxi Strategy)
 - 1) Actively innovate in creating new menu creations and create concepts that follow the development of emerging trends.
 - 2) Employ experienced and active employees in conducting training activities for each employee.
- d. Weaknesses-Threats Strategies (Mini-Mini Strategies)
 - 1) Actively create interactive content on social media so that you can find out trends and customer desires.
 - 2) Create promotional programs to attract the attention of a wide audience.

- 3) Collaborating with face and body painting services, namely Pop Painting for mini-events so that Joyinz Café has its uniqueness.

According to Porter (1985) in (Evans, 2015, p. 266) states that the level of competition in an industry can be determined by five competitive forces. Understanding Porter's Five Forces will help companies develop strategies that can be used to deal with external threats. Here are Porter's Five Forces from Joyinz Café:

- a. The Threats of New Entrants
The threat of new entrants to Joyinz Café is considered high because Joyinz Café is a new business, so other competitors may imitate the same concept. Furthermore, obtaining materials is quite easy because this business is located in an urban area. Then the requirements from the government to start their own business are available so that anyone can start their own business.
- b. The Threats of Substitute Products
Regarding the Threats of Substitute for Joyinz Café, it is moderate to high. That's because in the area of Jl. KH. Soleh Ali, several culinary businesses can be used as an alternative for consumers. Then the location of Joyinz Café is also adjacent to the Pasar Lama Tangerang Culinary Tour which can be reached for about 1.5 km, but Joyinz Café is a cafe with a unique and new concept for the surrounding environment.
- c. The Bargaining Power of Buyers
Regarding the level of bargaining power of buyers, it is low to moderate so it is profitable for Joyinz Café's business. This is because Joyinz Café's enthusiasts are quite high in terms of market potential. Joyinz Café also presents concepts and offers products that are unique and not yet available so that they do not have direct competitors in the Tangerang area. Then the cost of switching buyers is considered high because Joyinz Café does not yet have a direct competitor.
- d. The Bargaining Power of Supplier
Regarding the level of bargaining power of suppliers from Joyinz Café, it is relatively low. This causes all the needs for food, beverages, and other facilities can be found, especially the location of Joyinz Café which is in urban areas, and of course, Joyinz Café will work with high-quality and reliable suppliers.
- e. Rivalry Among Existing Companies
Regarding business competition, Joyinz Café is fairly low to moderate because Joyinz Café has a unique concept and offers Joyinz Café products that are very unique and original so that they become the main uniqueness. Supported by the fact that in the Soleh Ali area there is no cafe with a similar concept and menu.

Operational Aspects

Operational activities in Joyinz Café are divided into two parts, namely the front of the house and the back of the house. So the flow or stages carried out by Joyinz Café employees are starting when employees on both fronts of the house and back of the house arrive at the cafe, then employees are required to check body temperature, the screen using the PeduliLindungi application, take attendance, and change uniforms. Then conduct a briefing led by the manager/supervisor for the front of the house and a senior cook for the back of the house. Furthermore, front of the house employees make the necessary preparations needed in the dining area and also cleanliness while the preparations carried out by the back of the house are issuing & purchasing, and receiving & storing. Then the next stage is operational & break activities, the front of the house is that the server and cashier are given a one-hour break while for operational activities, namely providing services for dine-in guests, online delivery services, and take-away. The stages of the dine-in service are the server welcomes the guests who come, then performs a series of health protocols, if the customer meets the requirements then the customer will then direct the customer to a seat, explain the menu and record orders, then serve food and drinks as ordered, then clean the table after the customer finished eating the dish, then made the payment made by the cashier and fond farewell. Meanwhile, for online delivery service and take-away, the procedure is not much different, namely welcoming customers or drivers who arrive at the cafe, carrying out health protocols, then for staff to confirm order details and verify payments for temporary drivers for takeaway customers, the staff will take orders and make payments immediately. After that, both drivers and take-away customers will be directed to wait in the waiting area by being provided with a wireless paging system where the device will sound when the order is ready. Then after the order is ready, the staff will ring the tool and give orders to customers, and do fond farewell. Operational & break activities for the back of the house are carried out by the F&B Production team and stewards who have their respective responsibilities. A steward is responsible for cleaning and preparing tableware and kitchen utensils while the F&B Production team does two things, namely preparing guest orders and presenting guest orders. They were also given one hour of rest. Then the last stage for the front

of the house and back of the house is closing, namely by ensuring the cleanliness of each area, evaluating performance, and after that taking home attendance. According to Longeneceker et al., (2017, p. 231) said that site selection is an important consideration in making a business. Therefore, Joyinz Café considers customer accessibility, the number of potential customers, availability of resources by observing three locations, namely Jl. KH. Soleh Ali, Jl. Kisamaun, and Jl. MT. Haryono. Based on the results of observations, the decision was finally obtained for the location of Joyinz Café, which is on Jl. KH Soleh Ali No.5, RT.004/RW.016, Sukasari, Kec. Tangerang, Tangerang City, Banten 15118. Furthermore, to keep up with the times and facilitate cafe operations, the use of technology is applied. The technologies used by Joyinz Café are Wi-Fi, Point of Sales, CCTV, Electronic Data Capture, Personal Computer, Sound System, wireless paging system, telephone, attendance with a facial scan, automatic thermometer with hand sanitizer, and automatic trash can (touchless).

V. CONCLUSION

The results of the Joyinz Café Business Feasibility Study by analyzing the market and marketing aspects, operational aspects, human resources aspects and financial aspects, can be concluded that the Joyinz Café business is acceptable, profitable, and therefore feasible to run. This Business Feasibility Study is certainly useful for the needs of investors, creditors, company management, the government, and the community to improve the economy. The suggestions that need to be made by Joyinz Café are to always actively carry out promotions that can attract a wide audience, maintain good quality in terms of service to product quality. Then it is expected to be able to build relationships or collaborate with various parties so that the cafe can continue to grow. Furthermore, that is actively continuing to innovate in developing mocaf flour products to support the food diversification movement and healthy culinary trends as well as actively adapting to various trends that develop in society.

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